



# THE MULTINATIONAL FORCE AND OBSERVERS



**PEOPLE STRATEGY  
2021-2025**

## PURPOSE

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The People of the MFO – talented, collegial, and with integrity – are called upon every day, around the clock, in challenging environments, to provide a wide variety of functions and capabilities. The MFO mission is delivered by a blend of civilian and military people; civilians who often serve many years and military personnel who rotate after several months to a year. Regardless of who they are and how long they serve, the MFO endeavors to enrich the lives of its people through job experiences, opportunities for development, and association with a noble purpose, in remarkable places, among extraordinary people. To enable its people in executing its mission successfully, the MFO takes a strategic approach to developing and implementing successful people management. This People Strategy provides direction for that management over the next five years.

This strategy provides overarching guidance and does not replace the personnel policies published in Volume 4 of our Policy and Administrative Manuals. Rather, the strategic objectives outlined herein will be implemented through those policies where applicable while at the same time, driving the creation or revision of policy as beneficial to the people and the organization.

## FRAMEWORK

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Our People Strategy consists of three pillars based on a foundation of six guiding principles.



## OUR GUIDING PRINCIPLES

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### 1. SUCCESS THROUGH OUR PEOPLE

First, and most important, is the recognition that the MFO's greatest resource is its people. Despite being geographically dispersed across three different countries, the people of the MFO are proud of who we are and what we do. It is incumbent upon all our people to continue to foster a positive work environment that supports an organizational culture of excellence, dedication, and selfless service.



### 2. ORIENT ON THE MISSION, FOCUS ON THE PEOPLE

Given the nature of our work, we are regularly challenged with reconciling what is best for the individual while answering the demands of our mission. Many of our people must perform their duties in challenging environments away from family. The MFO's People Strategy must enable response to rapidly changing requirements, while staying mindful of and mitigating, where possible, the impact on our people and their families.



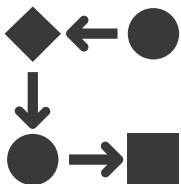
### 3. EMBRACE DIVERSITY

It is essential that our policies and practices strengthen the diversity of our workforce. The MFO's People Strategy should drive efforts to attract and retain a workforce that is diverse in the broadest sense and to foster positive leadership behaviors that inspire all to excel.



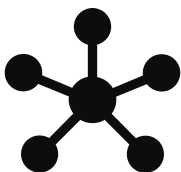
### 4. ONE TEAM, ONE MISSION

Every day, our people perform very different jobs, in very different environments. We are as diverse in what we do as we are in where we come from. Yet, each person's job is vital to the overall success of our mission. The MFO's People Strategy must therefore account for and facilitate an effective and efficient blend of professions and specialties all working toward a single purpose.



### 5. FLEXIBILITY AND ADAPTABILITY

The MFO's ability to accomplish its mission of peace is dependent upon our shared capacity to change with our operating environment. This requires policies and procedures that allow us to learn from the past, analyze the current situation, and prepare for the future, making use of the resources provided by our Supporting States in the most efficient and responsible way.



### 6. SHARED RESPONSIBILITY

Achieving the goals of this People Strategy is a shared responsibility and an undertaking conducted in an inclusive manner, with guidance, support, and services provided by our Human Resources professionals.

## THE PILLARS OF OUR STRATEGY

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### TALENT ACQUISITION & RETENTION



#### OUR GOALS

- We understand the key skills and abilities needed for the mission.
- We attract, hire, and retain qualified people, committed to working together toward a common goal.
- We value diversity and provide an inclusive working, living, and social environment.



#### OUR OBJECTIVES

- Conduct continuous workforce planning to address changing operational requirements.
- Leverage technology to develop a reliable, secure, and streamlined recruitment and selection process.
- Incorporate best practices for enhancing diversity and inclusiveness goals in our recruitment.
- Create an effective and informative sponsorship, induction, and orientation program.
- Ensure a transparent and streamlined recontracting process that promotes retention of quality people.

### PERFORMANCE & COMPETENCE



#### OUR GOALS

- We have highly engaged people who are committed to excellence and proud of what they do.
- We actively promote professional and personal growth and development.
- We have a culture of continuous improvement.



#### OUR OBJECTIVES

- Develop learning options that build skill and capacity using innovative formats and technologies.
- Create targeted development plans that help our people grow and perform to the best of their ability in their current role whilst increasing resilience for the future through succession planning.

- Leverage technology to implement a modernized performance appraisal system with use of clear assessment criteria aligned with roles and functions.
- Develop our managers to be proficient in delivering fair and open assessments.
- Introduce new ideas and address areas of concern with organization-wide feedback mechanisms.
- Incentivize and reward exceptional performance.

## CARE & SUPPORT



### OUR GOALS

- We provide our people with a quality health and wellness system.
- We provide fair and competitive compensation and benefits.
- We have trust and confidence in our leaders to carry out the mission and take care of our people.



### OUR OBJECTIVES

- Develop practical solutions for regularly monitoring and promoting the health and wellness of our people.
- Regularly review salary and benefit packages to ensure our people are compensated in accordance with external trends and environmental conditions.
- Review HR policies, procedures, and systems to ensure that they are fair and flexible enough to allow leaders to make the best decisions possible.
- Improve human resources capacities through the professional development of our human resources staff.
- Use technology to update and modernize human resource management procedures.
- Regularly engage with our people at levels to build trust and confidence, communicating our commitment to caring for the workforce.

## THE WAY AHEAD

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This People Strategy and the guidance contained herein will inform the development of specific action plans. Such action plans will describe clearly defined activities, benchmarks, and milestones as well as methods of evaluation.

The MFO has a strong sense of community, typically described by many of our people as “family.” Our collective dedication to our mission of peace and regional stability is a hallmark of service in the MFO. The goals and objectives of this strategy, guided by our principles, are ultimately intended to reinforce that collective dedication to our mission and sense of family.

